

Resource Estimate Development

Scope

This process defines how resource estimates are to be developed by the Project Delivery Team (PDT) in P3e to develop the total project cost estimate. The most accurate resource estimates possible must be made for all project activities in order to establish a viable project plan. Program and project managers rely on these estimates to represent funding requirements to our customers. Resource providers ~~throughout the Regional Business Center rely on~~ use rollups of project resource estimates to ~~assist in determining~~ determine staffing requirements and balance workload. Every work activity that requires an expenditure or resources must be included to the lowest level product of the WBS. At ~~the~~ minimum, this is at the lowest organizational level reflected in CEFMS (section or equivalent) level.

Policy

ER 5-1-11 [<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>]

ER 37-1-26 [<http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf>]

Responsibility

The PM is responsible for ensuring the further development of the original scope, initial schedule and resource estimates necessary to accomplish assigned activities, organized in accordance with the Work Breakdown Structure (WBS).

The Project Delivery Team (PDT) is responsible for assisting the PM in developing time and cost estimates necessary to perform the work defined by the Work Breakdown Structure (WBS) with assistance from the Resource Provider if needed.

Project Delivery Team (PDT) and Resource Provider(s) have the additional responsibility of identifying conflicts with commitments to other projects via the workload distributions for their organizations. ~~In coordination with PDT members,~~ Resource Provider(s) are responsible for coordinating with the PM/PgM notifying affected PM's, and participating in Project Workload Analysis and Resource Leveling [PROC1014] activities.

Distribution

Deputy District Engineer for Programs and Project Management (DPM)

Project Delivery Team (PDT)*

Project Manager (PM)*

Resource Provider(s)

Ownership

The ~~BP/P2 Program Office~~Configuration Management Board is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Change Management[PROC1004]

Change Management Plan[REF1025]

Civil Works Program-Specific Information[REF1026]

Command Workload Analysis & Resource Leveling[PROC1024]

HTRW Program-Specific Information[REF1030]

Military Program-Specific Information[REF1027]

P3e User Guide[<http://www.hnd.usace.army.mil/p2/tutor/p3e/p3euserguide.pdf>]

PMP Development[PROC1012]

PMP/PgMP Content[REF1018]

Project Delivery Acquisition Strategy[PROC1020]

Project Workload Analysis and Resource Leveling[PROC1014]

Research & Development Program-Specific Information[REF1031]

Work Acceptance[PROC1016]

Activity Preface

This process is performed during the development or modification of the PMP, and whenever a change in scope or schedule is required (CHANGE MANAGEMENT PLAN[REF1025]). The development of the resource estimate is one of the most critical activities undertaken by the PDT. In developing the resource estimate, the ~~PM~~/PDT will be establishing the manner in which they want to manage and report on project product development including the one-to-one and one-to-many relationships (financial, organizational, and product) that will exist between P2 and CEFMS. P2 will generate PR&C information for CEFMS in accordance with these relationships

and the level of detail contained in the resource estimate. The ~~PM/PDT~~ will ~~need to plan~~ develop resource estimates carefully to ensure they are establishing the P2/CEFMS relationships that- will allow them to obtain financial management data needed by the PDT and give them the ability to manage the project using earned value capabilities of P2.

During development of the resource estimate, it is important to include all future fiscal year requirements, in accordance with the information contained in PMP/PgMP Content[REF1018]. This will improve resource providers' capability to develop future staffing and contract needs and initiate appropriate action to meet these needs, in accordance with Project Workload Analysis and Resource Leveling[PROC1014] and Command Workload Analysis & Resource Leveling[PROC1024].

During the execution of projects, many day-to-day issues need to be decided regarding distribution of in-house and contract resources between projects and the resulting potential impacts on individual project schedules and costs. USACE activities will address these day-to-day issues corporately and Districts are encouraged to form Middle Management teams to ~~address these day-to-day resource issues~~ accomplish this effort in supporting PDTs.

Upon completion of this process, you will return to ~~the calling process~~ PMP Development[PROC1012].

Project Manager (PM)

1. Open the Project in P3e.

~~If resource estimate exists, goto task #5. Otherwise, goto task #2.~~

Project Delivery Team (PDT)

2. Create or revise ~~initial~~ resource estimate at the lowest organizational level in P3e.

Every activity in the project ~~schedule~~ that requires an expenditure or resource must be included to the lowest level product of the WBS. Ensure estimates are included to cover direct charges of administrative support and supervision.

All resourcing must be done at least to the lowest organizational~~al~~ level, but may be ~~carried~~ to the individual level, if desired.

The sum of resource estimates entered into P3e is the project cost estimate, since total resource estimates include all project activities that will be directly or indirectly charged against the project. The budget must be entered by activity and identified by

resource type (such as labor, contract, etc.) and unit of measure (hours, job, etc.), rather than as a lump sum. This process is critical, since this cost estimate can become the Baseline for performance measurement. This baseline may be revised as required during the project's life cycle. Refer to Change Management Plan[REF1025].

~~Refer to Project Workload Analysis and Resource Leveling[PROC1014] accomplished during Work Acceptance[PROC1016].~~

Refer to PMP/PgMP Content[REF1018], as well as Civil Works Program-Specific Information[REF1026], Military Program-Specific Information[REF1027], HTRW Program-Specific Information[REF1030], or Research & Development Program-Specific Information[REF1031], as appropriate.

3. Evaluate ~~schedules project activities~~ and resources to determine ~~activities those~~ that will be considered for contract; or ~~brokered to execution by~~ other government ~~activities and non-government entities~~.

The decision to out-source work ~~This~~ involves the who, why, how, when, what, and how much to procure.; Other considerations are ~~which includes~~ customer requirements, quality management plans, and identified risk.

PDT works in conjunction with Resource Provider(s)/Middle Management Team to accomplish this.

If resource estimate includes contract, stop and complete Project Delivery Acquisition Strategy[PROC1020]. Otherwise, goto task #4.

4. Revise resource estimate as necessary in P3e.

End of activity.

- ~~5. Further refine resource estimate.~~

~~**If resource estimate includes contract, stop and complete Project Delivery Acquisition Strategy[PROC1020]. Otherwise, goto task #6.**~~

- ~~6. Revise resource estimate as necessary in P3e.~~

End of activity.

